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Office Memorandum • UNITED STATES GOVERNMENT

TO : Director of Training

DATE: 16 March 1959

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SUBJECT: Mr. Bissell's Remarks, War Planners Conference

1. The War Planners Conference started at 0900 on Monday, 16 March. It will conclude on Thursday, 26 March, with closing remarks by General Cabell at 1000 in room [REDACTED]. The highlight of the first day's activity was the opening remarks by Mr. Bissell, who used the occasion to present five general trends or policy changes which he believes are in the wind and suggested the Planners keep in mind during their seminars. These trends were:

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(e) A change in emphasis in the management of clandestine operations involving more centralized programing and program controls and annual reviews but with increased decentralized execution of individual projects within the programs.

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2. Other speakers were Mr. [REDACTED] newly appointed Chief, PPC; Colonel [REDACTED] PPC Staff; [REDACTED] They did nothing more than extend appropriate greetings and convey administrative instructions to the group. The remainder of this memorandum will present Mr. Bissell's comments in detail.

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6. For the benefit of the visiting overseas War Planners, Mr. Bissell touched lightly on what he called internal trends or modest changes within the Clandestine Services. He mentioned the abolition of SE Division and the split between EE and NE. He also mentioned the inclusion of the Developmental Projects Division within the Clandestine Services. He stated this Division had been created to handle a few major projects that had certain characteristics in common. These were three in number:

- (a) The projects use newly developed technical equipment.
- (b) The projects are not restricted to a single geographic area division.
- (c) They involve specialized skills and backgrounds other than generally possessed by Clandestine Services employees.

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He concluded by saying the Developmental Projects Division has its own self-contained section representing each major functional component of the Agency. On occasion this Division has acted as a task force and

7. Mr. Bissell presented the final trend as having to do with management. He stated we are in the midst of a drive for greater efficiency in the Agency as a whole. This drive started with emphasis on personnel prompted by the problems of our fixed personnel ceiling and the problem that there are approximately 2,000 more employees than there is space in the new building. However, at the moment the drive is taking what Mr. Bissell called a more constructive direction. He stated the Director has vigorously reviewed Budget Bureau suggestions that we reduce the number of our employees and our present concern is rather how can we increase productivity with what we've got? We are trying to take a searching look at our techniques of management and ferret out any duplications or non-essential functions. Mr. Bissell said he could not assure the group that there would not be some reduction in personnel but believes the effort will be more toward establishing an increasingly efficient and productive organization. He is going to try to make some changes in the Clandestine Services philosophy of management and control of operations. He has found that historically the project has been the principal device used to establish and control operations within the Clandestine Services, with relatively small delegation of authority downward. At the same time, he finds that the Clandestine

Services had given comparatively little attention to the management and control of anything bigger than a project. He has found no evidence of any conscientious review of the programs of the Agency. He believes we must move toward more delegation of authority and responsibility to manage and control projects downward and must reduce the review of projects up into the higher echelons of the Agency and even to other components of the Government. He concluded this thought by saying he felt the top management of the Agency must come to think in terms of country programs as a whole, programs which are conceived and entered into much more seriously than has been the case in the past, but which include more delegation of authority within the various country programs *and reviewed annually to insure the programs are accomplished, as originally conceived.*

8. In summing up, Mr. Bissell said that he felt that these trends may have their application to war planning, that he is most anxious that our Cold War plans become more meaningful, and he would like to see a closer relationship between our Hot War plans and Cold War capabilities. He asked that the Planners keep these trends in mind during their seminars and stated he wanted their suggestions for improvements.

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9. Attached is a draft Memorandum for the Record prepared by Mr. [REDACTED] summarizing Mr. Bissell's remarks.

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